

DERRON G. BISHOP

dbishop@psu.edu

Cell: (814) 880-4138

452 Business Building, The Pennsylvania State University, University Park, PA 16802

SUMMARY

I am a doctoral candidate in Management and Organization with a macro-organizational behavior orientation that, at times, includes organizational theory and strategy topics and perspectives. I expect to graduate in the Spring of 2016. My dissertation (chair: Linda Treviño; members: Denny Gioia, Glen Kreiner, Meg Meloy) asks how followers make sense and respond to a threatened charismatic leader and how other (including external) stakeholders become engaged in such processes. It takes a grounded theory approach to build theory based on the stakeholder revolt aiming to reinstate Arthur T. Demoulas as CEO of Market Basket, a regional grocery store chain in New England, in the summer of 2014.

EDUCATION

The Pennsylvania State University, Smeal College of Business, University Park, PA
Ph.D., Business Administration, May 2016 (expected)
Concentration: Management and Organization

Brigham Young University, Marriott School of Management, Provo, UT
M.B.A., April 2008
Concentration: Marketing

Utah State University, Emma Eccles Jones College of Education, Logan, UT
M.S., Instructional Technology, June 1995
Concentration: Instructional Design

Brigham Young University, College of Fine Arts and Communications, Provo, UT
B.A., Communications, August 1993
Major: Broadcast
Minor: Business
Minor: Psychology
Magna Cum Laude

RESEARCH INTERESTS

I am interested in people's sensemaking about and psychological bonds with organizations. I'm particularly interested in highly influential individuals (e.g., leaders, strategists, moral exemplars) as symbols, even personifications, of organizations. My research emphasizes the perceived moral and social aspects of such individuals, which has received less theoretical attention than their perceived competence. As one example, I am currently developing the concept of an organizational icon—an individual widely recognized as personifying an

BISHOP

organization and its values. A central message emerging from my research is that morally influential individuals are focal points for individual and organizational benefits but also numerous challenges that must be recognized and managed. Specific theoretical domains related to my research have included image, identity, identification, commitment, legitimacy, stakeholders, ethics, scandal, and organization-sponsored social causes.

PUBLICATIONS

Treviño, L.K., Kreiner, G., den Nieuwenboer, N., & **Bishop, D. G.** (2014). Legitimizing the Legitimate: A Grounded Theory Study of Legitimacy Work among Ethics and Compliance Officers. *Organizational Behavior and Human Decision Processes*, 123(2), 186-205.

Bingham, J. B., Mitchell, B. W., **Bishop, D. G.**, Allen N. J. (2013). Working for a Higher Purpose: A Theoretical Framework for Commitment to Organization-Sponsored Causes. *Human Resource Management Review*, 23(2), 174-189. (Second and third authors equally contributed).

SELECTED PAPERS IN PROGRESS

Bishop, D. G., Treviño, L. K., Gioia, D. A., & Kreiner, G. E. An Iconic Figure's Precipitous Fall from Grace: The Media Transformation of Joe Paterno's Image during Scandal. (Target: *Organization Science*).

Bishop, D. G., Treviño, L. K., Gioia, D. A., & Kreiner, G. E. Organizational Icons: Who Are They? Why Do They Matter? (Target: *Academy of Management Review*)

Kreiner, G. E., Treviño, L. K., den Nieuwenboer, N., **Bishop, D. G.**, & Murphy, C. Embodying Ethics: Navigating an Ethical Role Identity. (Target: *Academy of Management Journal*)

Bishop, D. G., Donning Charisma: Leader-Follower Role Reversal, Stakeholder Engagement, and Organizational Influence in the Wake of a Threatened Charismatic Leader. Dissertation research. (chair: Treviño, L. K., members: Gioia, D. A., Kreiner, G. E., & Meloy, M. G.)

DATA SETS AND EXPLORATORY ANALYSES

The Sandusky Scandal at Penn State: Hundreds of pre- and post-scandal data from students, professors, alumni, board members, and community members (e.g., letters to the editor, student papers and blogs, interviews, board meeting transcripts, social media) combined with wide-ranging pre- and post-scandal public data (e.g., media, social-media).

Exploratory analyses suggest potential publications regarding differentiated insider vs. outsider sensemaking about and response to organizational icons and scandal that taints (or threatens to

BISHOP

taint) such figures. Outcomes including organizational unity (or fracture) and efficiency (or inefficiency) may be addressed.

THON: Hundreds of student blogs about THON (the largest student-run philanthropy in the world) both before and after the preceding scandal. Preliminary observations from this data suggest that students may have highlighted THON as a way of expressing their identity in response to the taint of scandal. This data could also serve as qualitative data to build theory about the relationship between philanthropic causes, volunteering, and organizations.

Organizational Icons: Data under development to identify individuals across organizations such as the Fortune 500 compared with large public universities who are (or are becoming) organizational icons and quantitatively linking the presence of such individuals to organizational outcomes (e.g., culture, strategy, financial performance, reputation).

Drawing upon data already collected supplemented with data under development, I also anticipate a theory-building project in which I synthesize and create broader theoretical models about stakeholder response to various types of loss of symbolic organizational figures (e.g., death, scandal, firing, retirement, movement to another organization).

If not adequately addressed in other papers, I also anticipate theoretical and/or empirical papers addressing the process by which symbolic figures come about (especially organizational icons who strongly personify an organization and its values).

NCAA Compliance Officers and Coaches: Preliminary interviews with NCAA compliance officers (possibly expanding to coaches) to uncover theory regarding how relationships involving high monitoring and high trust come about and how such relationships destabilize.

SELECTED HONORS AND AWARDS

2015	Rider Graduate Fellowship recipient (Smeal College of Business, Penn State University)
2015	Smeal Small Research Grant recipient (Smeal College of Business, Penn State University)
2013-2015	Management and Organization Excellence enhancement fund recipient (Management and Organization department, Penn State University)
2013	Pre-dissertation scholarship to the Excellence in Ethics conference at Notre Dame, University
2012-2014	Frank P. and Mary Jean Smeal Endowment Fund scholarship recipient (Smeal College of Business, Penn State University)

BISHOP

SELECTED TEACHING AND RELATED EXPERIENCE

Courses Taught

MGMT 451W Business, Ethics, & Society (Smeal College of Business, Penn State; Fall 2014)
Student confidence performing objectives (n=23): Pre (4.7 of 7.0) vs. Post (6.2 of 7.0)
Post-course student evaluation (n=10): Average 6.08 of 7.0

MGMT 451W Business, Ethics, & Society (Smeal College of Business, Penn State; Spring 2014)
Student confidence performing objectives (n=11): Pre (5.0 of 7.0) vs. Post (6.6 of 7.0)
Post-course student evaluation (n=5): Average 5.0 of 7.0

MGMT 426 Commercializing Innovations (Smeal College of Business, Penn State; Fall 2012)
Student confidence performing objectives (n=33): Pre (4.1 of 7.0) vs. Post (5.6 of 7.0)
Post-course student evaluation (n=17): Average 5.0 of 7.0

Guest Lecturer

MGMT 445 Global Marketing (Smeal College of Business, Penn State; Fall 2014)

MGMT 426 Commercializing Innovations (Smeal College of Business, Penn State; Spring 2013)

Evaluator

MGMT 531 Strategy Implementation and Organizational Change (MBA and eMBA courses by Don Hambrick; Smeal College of Business, Penn State University; Fall 2013-Fall 2015)

Courses Designed

Triangular Coaching (designed and developed for American Express; Spring 2011)

Primary Children's Leadership Training (designed and developed for The Church of Jesus Christ of Latter-day Saints; 2004-2006)

Computer Technical Industry Association (COMPTIA) A+ Hardware and Software Certification, Network+ Certification, and I-Net+ Certification; Microsoft Certified Systems Engineer Certification; Novell Certified Network Engineer (CNE 5) Certification (designed and developed for TestOut Corporation; 1996-2003)

CONFERENCES AND INVITED PRESENTATIONS

Bishop, D. G. & Gioia, D. A. (2015, August). Organizational Icons: Who Are They? Why Do They Matter? Paper presented at the 75th annual meeting of the Academy of Management, Vancouver, Canada.

Kreiner, G.E., Treviño, L. K., den Nieuwenboer, N., **Bishop, D. G.**, & Murphy, C. B. (2015, August). Embodying Ethics: Navigating Tensions of Moral Image. Part of: Kreiner, G.E. & Treviño, L.K.. 2015. Co-chairs. Identity and Ethics Coming Together: Who We Are, How Others See Us, and How We Behave. Showcase symposium sponsored by the Divisions of Organizational Behavior, Social Issues in Management, and Managerial &

BISHOP

Organizational Cognition, presented at the 75th annual meeting of the Academy of Management, Vancouver, Canada.

Bishop, D. G. (2015, April). Organizational Icons: Who They Are, Why They Matter. Invited presentation at the inaugural Smeal Annual Student Scholar Symposium, University Park, PA.

Bishop, D. G., Treviño, L. K., & Gioia, D. A. (2014, August). An Iconic Figure's Precipitous Fall from Grace: Transforming the Media Narrative of Joe Paterno. Paper presented at the 74th annual meeting of the Academy of Management, Philadelphia, PA.

Bishop, D. G. (2013, August). Joe Paterno: Penn State Icon. Paper presented at the 73rd annual meeting of the Academy of Management, Orlando, FL. Part of: Treviño, L.K., Kreiner, G.E., & Gioia, D.A. 2013. Co-chairs. Penn State and the Sandusky scandal: Autoethnographic accounts, tales, and analyses. Showcase symposium sponsored by the Divisions of Organization Management & Theory, Social Issues in Management, and Managerial & Organizational Cognition, presented at the 73rd annual meeting of the Academy of Management, Orlando, FL.

Kreiner, G.E., den Nieuwenboer, N., & **Bishop, D. G.** (2013, August) Ambiguity of professional identity – boon or burden? The case of ethics & compliance officers. Paper presented at the 73rd annual meeting of the Academy of Management, Orlando, FL. Part of: Kreiner, G.E. & Sheep, M.L. 2013. Co-chairs: The identity work of professional identity: Challenges constructing who am I? and who are we? Showcase symposium sponsored by the Divisions of Managerial & Organizational Cognition, Organizational Behavior, and Careers, presented at the 73rd annual meeting of the Academy of Management, Orlando, FL.

PROFESSIONAL SERVICE AND AFFILIATIONS

Contributor to the Administrative Science Quarterly blog (asqblog.com) (2015)

Ad hoc reviewer for the Academy of Management annual meetings (2012-present)

Member of the Academy of Management (2012-present)

SELECTED PROFESSIONAL EXPERIENCE

American Express, Salt Lake City, UT
Contract Instructional Designer, 2011

Bennion-Robertson/Stratford Bridge, Provo, UT
Business Consultant/Product Manager (some time as a contractor), 2008-2010
Consulted with organizations including American Airlines and Areva Nuclear Power on competitive intelligence and strategic influence processes.

BISHOP

Novell, Provo, UT

Business Analyst (MBA intern), 2007-2008

The Church of Jesus Christ of Latter-day Saints, Salt Lake City, UT

Standards Facilitator and Instructional Design Lead, 2004-2006

Western Governors University, Salt Lake City, UT

Evaluator (part-time), 2004-2006

TestOut, Pleasant Grove, UT

Product Lead and Instructional Designer, 1996-2003

INTERNATIONAL EXPERIENCE

Second language: Spanish

Lived abroad in Colombia and Peru, South America (1988-1990).